



STATE OF WASHINGTON

OFFICE OF FINANCIAL MANAGEMENT

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July 8, 2004

TO: Gene Matt, Director
Department of Personnel

FROM: Marty Brown, Director *MB*

**SUBJECT: ADDITIONAL INSTRUCTIONS FOR AGENCY BUDGET
SUBMITTALS**

The Priorities of Government (POG) team studying how to improve the ability of state government to achieve results efficiently and effectively has now completed its work. We have selected recommendations from this team's effort to be completed as part of the budget development process.

I apologize that these additions to my June 11 instruction memo come so late in your budgeting process, but they are very important. I truly appreciate the hard work your staff has done to enable this new POG team to fulfill its responsibilities. These recommendations will help us address the critical issue of administrative efficiency that was not adequately covered in the last POG effort.

Please take the following four principles into consideration as you develop the requested proposals:

- ***The "Get Results, Get the Job Done" Principle:*** Our strategies must help agencies (results teams) get their work done – deliver their results to the citizens.
- ***The "Customer-Centered" Principle:*** Our strategies must be customer-centered and should be seamless, fair, and understandable to customers.
- ***The "Risk-Appropriate and Value-Added" Principle:*** Our strategies to increase trust in government must be appropriate to the amount of risk that they avoid, and they must add value for citizens.
- ***The "Enterprise Solution" Principle:*** Our strategies to improve efficiency and effectiveness must encourage enterprise solutions where appropriate. They must encourage information and resource sharing.

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We ask that your agency submit the following information by September 17:

1. Propose a list of competencies for state employees in leadership positions.
2. Develop a proposal for a leadership development program that takes into consideration a technical track and a managerial track for career progression. As part of the proposal, please research how leadership development correlates with achieving results.
3. Develop a proposal for an orientation for state employees on the "Public Service Ethic." The aim of this proposal is to achieve a higher level of customer service so state customers will receive services seamlessly.
4. The Department of Personnel, the Office of Financial Management, and the Governor's Office should develop a proposal to provide orientation and training for new directors that includes material on key priorities of government initiatives.
5. The Office of Financial Management, in consultation with the Department of Personnel and the Department of General Administration, should develop a proposal to align and centralize responsibility for master contracts for training and consulting services to reduce redundancy, lower costs to agencies, and better align core competencies.

Thank you in advance for your continued good work and cooperation in this effort.

cc: Agency Budget Director